

# Final Report August 2005

## Traidcraft Stakeholder Research

Prepared for  
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# Executive Summary

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## **Background and objectives**

Traidcraft is in the final year of its current five year strategy. Both the organisation and the Fair Trade environment have changed substantially in recent years so Traidcraft decided to undertake a comprehensive strategic review in order to inform its work over the next five years. FMR Research was commissioned in late 2004 to assist Traidcraft with this review, complementing the work Traidcraft was undertaking itself with stakeholders, e.g. NGOs. The main aim of the research was therefore to take stock of different stakeholder views of Traidcraft's priorities for the next five years. This report outlines the findings of the work undertaken by FMR.

## **Method**

The process commenced with a staff training and development workshop to agree the process, refine draft research tools for each of the stakeholder groups and provide some training for staff involved in consulting with stakeholders. FMR then conducted seven focus groups with Fair Traders, shareholders and donors and ten depth telephone interviews with speakers to explore the issues in detail and develop an understanding of the different perspectives. Over 4,000 of these stakeholders were then invited to participate in an online survey and a total of 918 responses were received. The views of 33 producers were then elicited, by depth telephone interview plus three email submissions.

## **Key findings**

The key findings of the research are detailed below, structured around the key themes of investigation.

### ***Understanding of Fair Trade***

The core element of Fair Trade which all UK discussions identified was paying a fair price to producers. Additional aspects which were mentioned to a lesser degree included good working conditions, sustainable trade for communities, having fewer 'middle men' and keeping traditional crafts alive. Overseas producers echoed these points but also developed them. They recognised the benefits for individual producers, the producer group/wider communities and consumers. Fairness came through strongly, not just focusing on price but equal opportunities, benefits for consumers, etc., too.

### ***Understanding and rating of Traidcraft as an organisation***

Fair Traders, as would be expected of the volunteer network who are such an integral part of the organisation, had a very clear idea of what Traidcraft was about but there were different degrees of clarity between Traidcraft's role and that of the Fair Trade mark/Fair Trade Foundation for some other UK stakeholders. Overseas producers very much saw Traidcraft as an organisation fighting poverty in the third world, in partnership with them and using Fair Trade as a mechanism to do so.

Respondents to the online survey were asked to rate Traidcraft as an organisation fighting poverty and as a Fair Trade organisation. Respondents gave very positive responses, awarding a mean response of 8.6 and 9.1 to these respectively, out of ten.

Traidcraft was perceived to be different to other commercial organisations engaged in Fair Trade, e.g. supermarkets, by 98% of online respondents. Reasons given for this

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included Fair Trade is integral to the organisation, Traidcraft were the first Fair Trade players in the UK, it has an educative role and people are prioritised over profit, with a real commitment shown to producers. There was a great deal of trust in Traidcraft. Three out of five producers considered Traidcraft to be different to other Fair Trade organisations, largely because of the degree of product design/development support provided by Traidcraft.

### ***Fighting poverty v Fair Trade***

Two-thirds of online respondents considered fighting poverty, sometimes with Fair Trade status, to be more important than Fair Trade being the only priority. It was considered to be more important in the UK to make a difference to people's lives, with ethical and fair working relationships being seen as priorities, as achievement of the Fair Trade mark is not always possible. Overseas producers considered Fair Trade to be a better way to fight poverty as it is not then charity and is more sustainable as people develop skills to help themselves in the longer term. It was recognised that international standards of Fair Trade can be difficult to achieve so fighting poverty should be the initial priority but every attempt should be made to work towards Fair Trade standards.

### ***Future expectations of Traidcraft***

A number of issues were tested with UK stakeholders and all were seen to be important for Traidcraft to pursue. Paying a fair price to producers was a non-negotiable, with 99% rating it as very important, but long term relationships, raising awareness of Fair Trade amongst consumers, developing new Fair Trade producer groups and building the capacity of producers were also seen to be real priorities. Producers were keen to increase sales and to have continued support in building capacity, particularly around product design and development. Continuity of work and the opportunity to add value at source were also prioritised by producers.

### ***Fair Trade and the environment***

Two-thirds of UK online respondents felt there is sometimes a conflict between fighting poverty and sustaining the environment. The qualitative discussions revealed that the prevailing stakeholder view was that the environment was important but if one had to prioritise one over the other, fighting poverty was more important than sustaining the environment. In the online survey 88% stated that they are equally important. The issue of price was also raised, as both environmentally friendly and Fair Trade goods are comparatively expensive so the potential impact on price, and therefore the ability to sell goods and help people overseas, if the environment is prioritised further must be considered. Producers' views were mixed as some consider their activities to be completely environmentally friendly at present whilst others stated that it is very costly to fully comply with environmental standards.

Traidcraft were perceived to address environmental issues well by 54% of respondents, but one in three felt unable to comment on this. Whilst 37% felt that the emphasis Traidcraft places on environmental issues should be the same as at present, 42% would like to see it increase. Overseas producers had similar views: around half felt that Traidcraft should put more emphasis on the environmental aspects of its work whilst the remainder felt that it does sufficient at present.

Key environmental issues to address were sustainable sourcing of raw materials, recyclable/reducing packaging, discouraging the use of pesticides and encouraging organic production. There is a need to strike the balance in packaging between environmental concerns and having attractive packing in order to sell more products.

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### ***Traidcraft's Christian identity***

The majority of Traidcraft's UK stakeholders were aware that Traidcraft is a Christian organisation and the majority were also Christian and regularly attend church/chapel. Only two of the overseas producers were unaware that Traidcraft is a Christian organisation and several of the producer groups were also Christian organisations. Three-quarters of online respondents considered this to be a positive thing and only 3% felt it was negative. As might be expected, those who were Christian were more likely to view this positively than those who were not, who had no strong feelings on the issue as they felt what the organisation did was more important, provided it does not discriminate against non-Christians in any way. Overseas producers were more ambivalent on this issue.

There were mixed views around how off-putting to potential supporters or customers Traidcraft's Christian identity might be but 41% felt that this might be the case. Eighty-one percent of online respondents felt that Traidcraft should not be any more or less specific about its Christian identity in communications as it is currently striking the right balance. This was confirmed in qualitative discussions in the UK and overseas producers were quite clear that the Christian identity should not have a greater profile.

### ***Importance and focus of campaigning***

Traidcraft currently campaigns on Fair Trade and trade justice issues and 92% of online respondents felt that Traidcraft should do this. There was less of a consensus in the qualitative discussions, as it was not seen to be the primary function of the organisation. However, 44% of respondents would like to see a little more campaigning and 16% a lot more. The top three issues for campaigning were trade justice with retailers and government bodies (91%), promoting the principles of Fair Trade in the UK (91%) and encouraging the purchase of Fair Trade products by consumers (90%). Overseas producers were also keen to see Traidcraft campaign in the UK and overseas.

The preferred style of campaigning was helpful and non-combative (71%) but 17% would like to see more critical and assertive campaigning and the qualitative discussions revealed that a mix of the two approaches would be effective: i.e. generally helpful but more assertive where appropriate.

### ***Traidcraft plc and Traidcraft Exchange***

Traidcraft plc is the trading company which sells Fair Trade products and Traidcraft Exchange is the charitable arm of the organisation, funded by donations and grants to conduct projects, consultancy, lobbying and campaigning work. They increasingly work together, within regulatory constraints, and the majority of respondents were comfortable with this (81%) whilst only 3% were not and the remainder had no strong feelings on the matter. There was a degree of 'fuzziness' around the relationship, however.

### ***Partnership working and involvement with Traidcraft***

Overseas producers would like to continue to be involved with Traidcraft, particularly around product design/development and campaigning. Craft producers were keen to work with Traidcraft to gain entrée to gift fairs. Improved understanding of what northern buyers/consumers are looking for was considered to be required and there was some enthusiasm amongst producers to work more pro-actively with Traidcraft to find creative solutions together rather than responding to ad-hoc issues and feeling removed from things.

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### ***Measurement of success***

Measurement of success was considered to be important to ensure progress was being made. Both hard and soft indicators were suggested, as were outputs and outcomes. These included raising awareness of Fair Trade in the UK, increasing sales and producers becoming less reliant on Traidcraft/more independent. Growth in sales and influence were both seen to be important and inter-related.

### ***Individual producer priorities***

Interviews were conducted with managers of producer groups rather than individual producers so we also asked what the key priorities were for individual producers. Continuity of work was the top priority as this assures income at a reasonable level, when other issues like housing, education, health and skills to become self-supporting then become more prominent.

### **Concluding comments**

FMR's research forms only part of the picture to inform the next Traidcraft strategy but some concluding comments can be made about the stakeholders who gave their views in the research. Stakeholders in the UK and overseas broadly expressed confidence in Traidcraft's current approach and have a good deal of trust that Traidcraft will 'do the right thing'. Traidcraft was seen to differentiate itself from others engaged in Fair Trade, particularly by its work on product design/development and educative role. Both Fair Trade and the environment are important, but fighting poverty is the real priority for stakeholders. Traidcraft has positioned communication of its Christian identity at about the right level for stakeholders – it should not be more overt as this may alienate supporters and producers. There was support for campaigning, alone or in partnership with others, although this should not detract from 'core business' of fighting poverty through trade. The style of campaigning could be more assertive on targeted issues to government and business. There is also scope for working more creatively in partnership with producers to look at ways in which the Fair Trade movement can be moved forward and there is need for attention on maximising craft sales.

The stakeholders involved in this research are partisan and so would be expected to be supportive of the current ways of working. There is merit in seeking the views of others to obtain a more rounded picture to inform the way forward.

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# 1 Introduction

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## 1.1 Background

Traidcraft as an organisation and Fair Trade as a concept have both changed substantially in the last few years. Traidcraft has successfully expanded its trading operations (carried out through Traidcraft plc) and has built a strong financial and operational capacity for further growth. However, it is also now operating in a market that has many commercial competitors offering their own fair trade products. The overseas development work of Traidcraft (carried out primarily through Traidcraft Exchange) has also evolved significantly, with the development of more strategic regional programmes and networks replacing the previous model of developing just one key partner in each of six countries. The Traidcraft Market Access Centre now offers training and consulting expertise in trade and poverty issues to other NGOs as well as Traidcraft's own projects. Traidcraft's Policy Unit has also established itself as a leading fair trade think tank, and its views on wider trade justice and corporate accountability issues have begun to have significant impact in Whitehall and Brussels.

Traidcraft is in the final year of its current five year strategy so is now undertaking a strategic review to help inform the development of the next five year strategy for 2006 – 2010. It was considered to be important to undertake a systematic review of what stakeholders think the priorities should be in the next five years so FMR Research was commissioned to assist with this, following a process of competitive tendering.

Whilst Traidcraft's core foundation principles will remain at the heart of whatever it does, and whilst the basic structure of working in the three related areas of trade, support and influence will continue, there are many choices to be made as to how the organisation can best fulfil its mission of fighting poverty through trade. It is important to note that whilst Traidcraft wishes to take seriously the insights, perspectives and interests of its various stakeholders, it recognises that it cannot meet the aspirations of every group in every way and that there may need to be trade-offs between differing perspectives. This report outlines the findings of the stakeholder engagement conducted by FMR Research but does not represent the full picture of engagement as Traidcraft also undertook certain elements, e.g. NGO views, directly.

## 1.2 Objectives

The main aim of the research was to take stock of stakeholder views of Traidcraft's priorities for the next five years, taking into account recent developments. These recent developments prompt reflection of a number of fundamental aspects of Traidcraft's work and consideration of 'big picture' issues rather than operational feedback, such as:

Mainstreaming fair trade has always been one of the long-term goals, but now that it is happening what does it mean for the ways in which Traidcraft needs to evolve?

What makes Traidcraft's work truly distinctive?

Are there new areas in which Traidcraft needs to challenge and innovate?

The overall size of our development arm remains modest, how can Traidcraft best grow its work?

What should be the priority areas on which to focus?

Traidcraft therefore wished feedback on stakeholders' perceptions of the following:

- understanding of Fair Trade and of Traidcraft as an organisation;
- how Traidcraft compares to other commercial organisations engaged in Fair Trade;

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- priorities for the future;
  - key issues around the environment, taking into account any perceived conflicts between Fair Trade and the environment;
  - discussion of the prominence which should be attached to Traidcraft's Christian identity;
  - exploration of the importance and focus of campaigning work;
  - perceptions of Traidcraft plc and Traidcraft Exchange;
  - potential for further partnership working and involvement of producers;
  - the importance of measurement of success and key indicators associated with this; and
  - the priorities for individual producers (as far as possible).

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## 2 Method

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### 2.1 Overview

A number of different stakeholder groups were involved in the commissioned stakeholder research, as follows:

- Fair Traders;
- shareholders;
- donors; and
- core producers.

In addition, Traidcraft staff are researching the views of external organisations such as other charities, supplier groups, NGOs, government organisations, retail customers and collective organisations.

The research process was therefore agreed to include a number of different elements, which are discussed in more detail below.

- staff training and development workshop;
- core research tool design;
- focus groups and depth interviews with Fair Traders, shareholders and donors;
- online survey with Fair Traders, shareholders and donors; and
- depth interviews with producers.

### 2.2 Staff training/development session

The first step in the process was a staff training workshop on Monday 10<sup>th</sup> January 2005. The objectives of the workshop were as follows:

- to gain an understanding of the rationale for the stakeholder review;
- to explore what consultation will be conducted, how and by whom;
- to discuss the draft research tool to be used in the qualitative elements of the process; and
- to discuss the process for Traidcraft research and how best to achieve its aims.

This latter point involved some training for staff on approaches to use when consulting stakeholders, good practice guidelines and 'tips'.

### 2.3 Core research tool design

Prior to this workshop, we drafted a topic guide around the key question areas highlighted by Traidcraft following Board discussions. These were further discussed and refined at the training session and revised topic guides for the different stakeholder groups circulated.

### 2.4 Fair Traders, shareholders and donors - qualitative research

These three groups, whilst having some differences, also have a degree of overlap in terms of those individuals who belong to more than one of these groups and in terms of the planned approach to obtain their views.

We conducted seven focus groups to explore the issues in more depth with these three groupings, prior to a quantitative survey being issued to a sample of these stakeholders. The groups were convened in London, Cambridge, Birmingham, Manchester, Cardiff,

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Leeds and Edinburgh. Ten telephone depth interviews were also conducted with those who were speakers on behalf of Traidcraft.

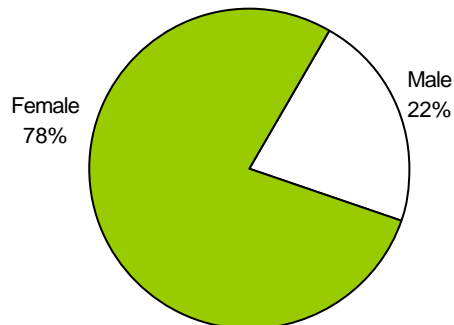
This phase of the research was undertaken in February and March 2005.

## 2.5 Fair Traders, shareholders and donors - online survey

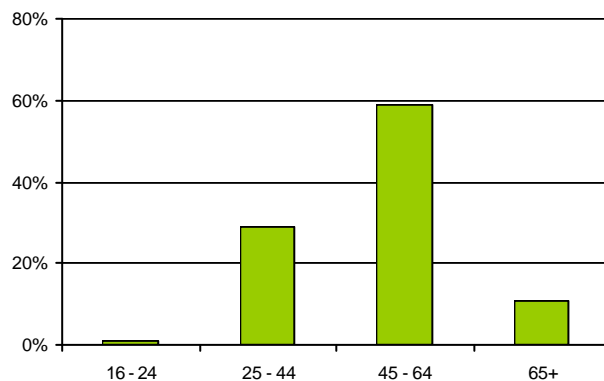
Once the focus groups have been conducted, an online survey was designed, picking up on the themes to emerge from the qualitative research. We wished to be as inclusive as possible with the survey, so an invitation to participate in the survey was extended to all of the key groups on the Traidcraft stakeholder database (who have achieved an equivalent spend of £500 in the past year, where appropriate), i.e. 4,137, including a small number of large mail order customers. Around 340 emails 'bounced' as the addresses were out of date/incorrect and fifteen stakeholders wished to be removed from the Traidcraft database. This phase of the research was conducted in April and May 2005.

A total of 918 responses were received by the cut-off date for analysis, representing a response rate of 24% on the live email addresses the survey was issued to. The profile of respondents to the survey is shown below and is biased towards female and middle aged respondents. This reflects the profile of Traidcraft's supporters. Where different views were expressed by different demographic groups, these are highlighted in the report but views were generally quite consistent across groups.

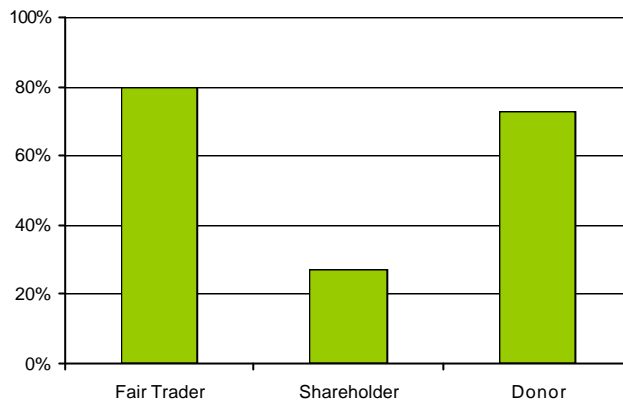
**Figure 1 Gender**



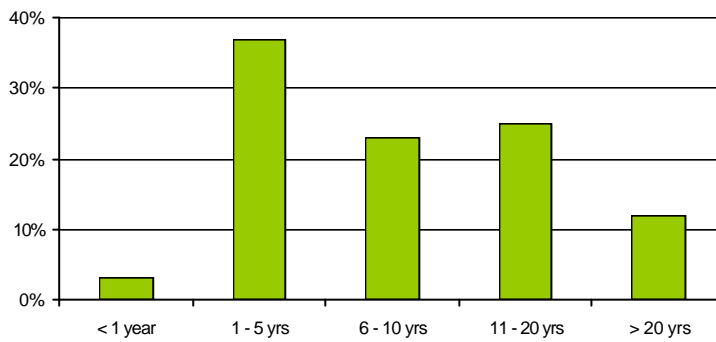
**Figure 2 Age**



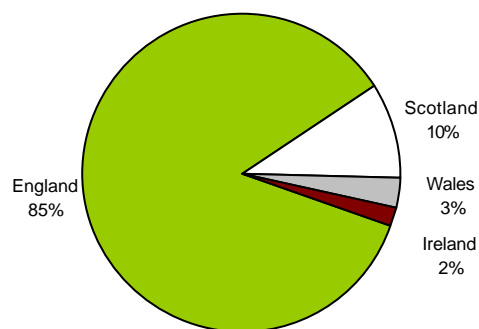
**Figure 3 Stakeholder category (NB there is overlap between these categories)**



**Figure 4 How long have you been involved with Traidcraft for?**



**Figure 5 Which part of the UK do you live in?**



**Figure 6** If England, which region do you live in?



## 2.6 Depth interviews with core producers

A total of 33 producer groups were included in the study, from a total of 41 contacts provided by Traidcraft. Their views were primarily elicited via depth telephone interview but three were submitted by email, as preferred by the producer. All producers were sent an email by Traidcraft in the first instance, explaining that FMR would be in touch, outlining the reason for the research and asking for their assistance. FMR then contacted all producers by email and/or telephone to set up convenient times/dates for the interviews to be conducted and sent the topic guide by email to give the producer an opportunity to consider the issues under discussion prior to interview. The interviews were conducted during March, April and May.

It had been hoped that face to face interviews might have been possible as the IFAT conference was being held in Quito in May, but insufficient producers attended to make this viable.

Core producers who participated in the interviews are atypical of individual producers/workers whose quality of life Traidcraft is aiming to help to improve. Whilst interviewing core producers, we therefore also attempted to elicit the views of those who work with them. Several producers conduct this type of work with their farmers/artisans annually so feedback on priorities was given. However, producers were unable to conduct a specific exercise for this research.

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## 3 Key findings

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### 3.1 Introduction

This section pulls together the data from the different elements of the stakeholder research to consider each of the issues Traidcraft is currently debating from each of these different perspectives. This is designed to reduce duplication and avoid confusion in areas where different stakeholders have expressed different views. Where different views were expressed these are noted, e.g. by type of supporter or age group but it must be noted that views were largely consistent within stakeholder groups, however.

### 3.2 Understanding of Fair Trade

#### 3.2.1 UK view

The focus groups and depth interviews with Fair Traders, donor, shareholders and speakers were initiated with discussions around participants' understanding of the term Fair Trade. The term was perceived to mean slightly different things to different people. The core element which all groups/interviews identified was that of paying a fair price to producers. Additional elements which were also mentioned, to different degrees, included the following:

- good working conditions/treatment;
- trade is sustainable;
- there are fewer middle men;
- the small persons' voice;
- keeping traditional crafts alive, i.e. anti-globalisation; and
- money is ploughed back into local communities.

*"Fair Trade is about challenging unfair trading regimes in the world."*

*"Trade is with the people who make the goods. No money goes to middlemen and that's why Traidcraft and Fair Trade should be supported."*

#### 3.2.2 Overseas view

This question was also asked of producers and these sentiments were echoed, and built upon to include the different beneficiaries (individual producer, producer group and consumer) and a fuller expression of the processes involved, as the following quotations illustrate.

*"Goodbye to exploitation!"*

*"A win, win situation for the farmer, producer group and consumer; a good price to the producer and to the top person; a reasonable price and quality to the consumer."*

*"It's also about social responsibility."*

*"A partnership between producer and buyer which implies lots of things like long term sustainability; human factors – giving people equal opportunities, not giving children work because they should be studying; respect for the environment."*

*"Long term engagement, partnership, working together as part of a family – not just words but feeling it in everyday transactions and involvement is deeper than in regular trade."*

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*“Trading in an ethical way, with fairness for all – producers, consumers and traders – with special emphasis on producers. Fair not necessarily about the amount paid but mode of payment, regularity of payment, not depriving people of anything and paying on time. Children must go to school. Environmental awareness is also there, along with other added value things in life.”*

*“A unique opportunity to initialise and sustain community development.”*

*“Security for job, a sense of restored dignity.”*

### **3.3 Understanding of Traidcraft as an organisation**

#### **3.3.1 UK view**

In the focus groups and depth interviews with Fair Traders, donors and shareholders, there were different degrees of understanding in terms of what Traidcraft is and the distinction between the organisation and the Fair Trade mark/Fair Trade Foundation. Fair Traders, as would be expected, were quite clear on what Traidcraft is about as an organisation and how it fits within the wider Fair Trade picture. However, those who were less involved with Traidcraft were less sure of the distinction and Fair Traders also expressed the view that the wider public is less clear on the differences:

*“Many members of the public see Traidcraft and Fair Trade as interchangeable and the Traidcraft name increases this blurring.”*

A few focus group participants were surprised to hear that not all of Traidcraft's products carry the Fair Trade mark, that some products are not 100% Fair Trade ingredients and that craft goods do not have a mark at all.

#### **3.3.2 Overseas view**

The producers were asked what they thought Traidcraft is about as an organisation. Traidcraft was seen to be fighting poverty in the third world, in partnership with them and using Fair Trade as a mechanism to do so.

*“Fighting poverty and helping the third world.”*

*“To us, there are no words to explain what they have done for us over the years. They have given us tremendous help from the beginning. No-one else will ever do it.”*

*“We believe they fight poverty to create opportunities for weaker societies and help to build better lives through Fair Trade. They train people in doing good business and help producers who lack knowledge/skills and access to market, information and training.”*

*“High quality products, food relationship between producers and a human way of working in partnership.”*

*“Since the beginning our relationship has been one of an integrated approach. Traidcraft has business/work for us and has spent some time on development of production and enhancing the capacity to sell, management and marketing.”*

*“... we know they won't say goodbye tomorrow.”*

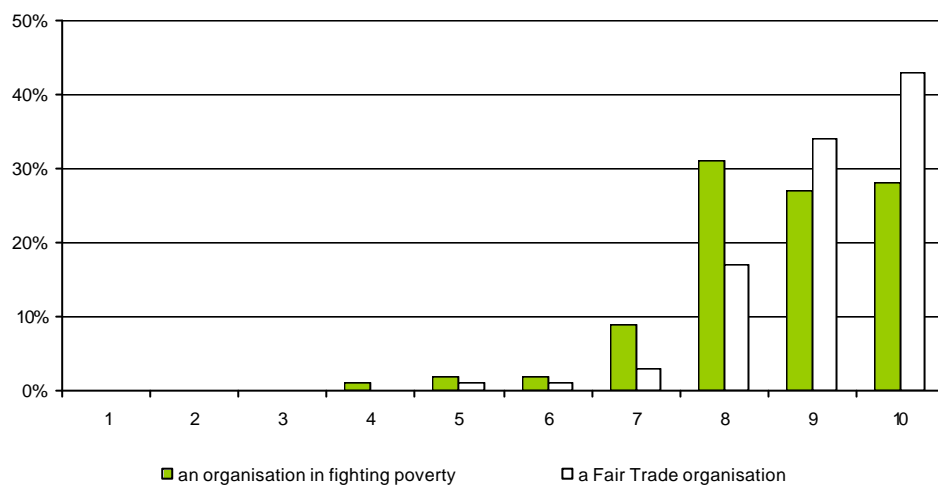
*“Traidcraft lives up to what Fair Trade is...there have been ups and downs but there is always a concern with Traidcraft to find solutions, e.g. if they drop a product then they find a substitute.”*

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### 3.4 Rating of Traidcraft

The online survey asked stakeholders to rate Traidcraft as an organisation on two different criteria: as an organisation fighting poverty and as a Fair Trade organisation. Traidcraft was rated highly on each of these, with means of 8.6 and 9.1 out of ten respectively. Figure 7 below shows the distribution of scores from one to ten for each of these criteria, and shows that very few respondents attributed low scores to Traidcraft. Eighty-six percent of respondents rated Traidcraft as eight or more out of ten in terms of fighting poverty and 95% rated them as eight or more out of ten as a Fair Trade organisation (with a substantial 43% attributing the perfect score of ten out of ten). There was little variation by type of respondent, e.g. age, type of stakeholder and length of time they had been involved with Traidcraft, but women tended to be slightly more generous in their scores than men.

**Figure 7** How would you rate Traidcraft as...?

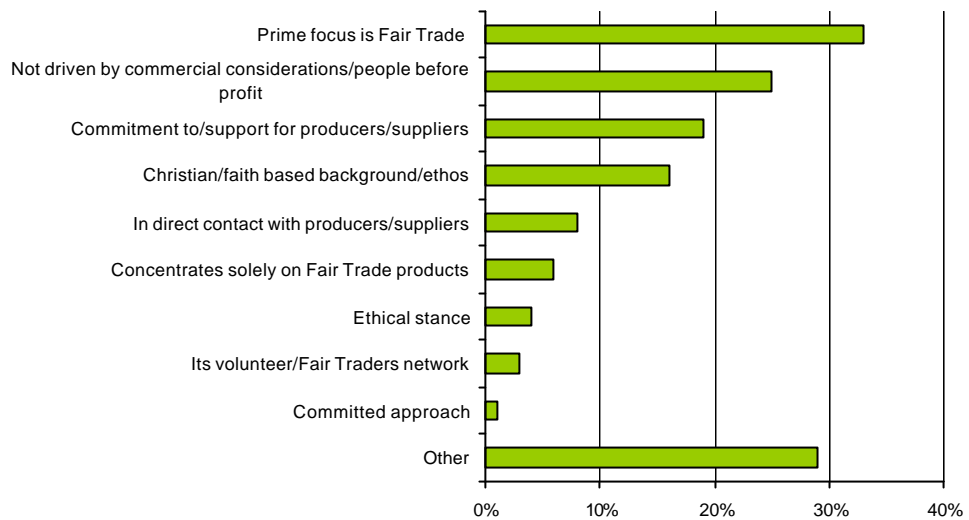


### 3.5 How Traidcraft compares to other commercial organisations engaged in Fair Trade

#### 3.5.1 UK view

In the online survey, Traidcraft was perceived to be different to other commercial organisations engaged in Fair Trade, such as supermarkets, by 98% of respondents (904 respondents). The reasons given for perceiving it to be different were around the key role Fair Trade plays in the organisation and the fact that Traidcraft is not perceived to be purely commercial but puts people before profit. The organisation was seen to have a real commitment to its producers.

**Figure 8** What makes Traidcraft different to other organisations engaged in Fair Trade?



Other issues which were mentioned, but to a lesser degree were such things as Traidcraft having a wide range of goods/products; the fact that it ‘personalises’ the producers/suppliers to customers/Fair Traders; Traidcraft buys from smaller organisations; it was the first organisation; and it is a charitable association.

Focus group and depth interview participants also discussed the ways in which Traidcraft can be seen to be different to other commercial organisations engaged in Fair Trade. Generally, they were seen to be quite different. Participants welcomed the fact that more retailers are stocking Fair Trade products and that Fair Trade is becoming more popular. However, there were concerns that organisations such as Tesco are just “*jumping on the bandwagon – if it doesn’t sell they’ll just take it off*”. There was a perceived distinction between Co-op and other supermarkets, however – “*Co-op’s commitment comes from somewhere else*”.

Fair Traders were pleased to see more Fair Trade products in supermarkets but did express concerns around the price differential between Traidcraft products and others:

*“This eats into what we sell but, in one sense, this doesn’t really matter. The important thing is that people are buying it.”*

*“I’m please to see Fair Trade stuff in the supermarkets because I see Traidcraft as more of a consciousness-raising exercise and it’s been very effective because people are aware of Fair Trade issues.”*

Traidcraft was perceived to be innovative in its work, to have been ‘the first’ to be involved in Fair Trade in the UK and so to have “*kick-started*” the Fair Trade movement. It was seen to be more flexible and personal in its approach, working with smaller producers and showing this through pictures of producers on packaging: “*rarely do you get pictures of the families*” on packaging used by the larger retailers.

Traidcraft was also seen to be distinctive from other Fair Trade organisations as it has an educative role, and this was something that participants were keen to see continued, particularly as supermarkets are not performing this role.

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*“Traidcraft must continue to exist because it pushes the barriers and raises consciousness. Tesco isn’t going to raise consciousness.”*

There was a great deal of trust in Traidcraft – that the organisation will trade fairly and ethically, is open to scrutiny and that it has very close and direct involvement with producers.

*“The close link to producers is a very practical guarantee that what we buy will help people in a real way, and it’s better than just giving money to charities because it helps to stimulate local economies.”*

### **3.5.2 Overseas view**

Producers’ views were slightly different. Around three in five producers considered Traidcraft to be different to other commercial organisations engaged in Fair Trade. The remainder were split between those who felt they were the same and those who did not know (as they did not feel they knew enough about either Traidcraft or other organisations). Differences focused around the very practical design/product development support in particular, in addition to caring about producer partners and the social issues they face.

*“The real difference is offering practical support.”*

*“They are really different. Traidcraft always think to help. They have strong social responsibilities too, not just business responsibilities. They have a long term partnership with producer groups and help.”*

*“Yes, they are very different. Support is provided on design/product development which we can use for other customers too. They build capacity beyond the usual supplier/buyer relationship so in that way are different to others.”*

*“...Traidcraft is a few steps ahead, e.g. payments are excellent as everyone is paid in advance. Some can be a bit late in paying but Traidcraft always prioritise this without asking... There is a lot of trust. We like the people we are talking to – there are no problems and we are not punished.”*

*“Yes, very different. Commercial buyers don’t mind about your future, just ask about the present and if the delivery is ready.”*

*“Different. They sort out problems in design and products and guide us and visit us and discuss artisans’ problems. Others don’t. We love Traidcraft! They always give guidance, marketing help, anything to support us.”*

*“Traidcraft is one of the better run, more professionally organised Fair Trade organisations but their approach is very similar to others. They are more co-operative and understanding but they don’t go much beyond what others do.”*

*“Fair Trade organisations are all quite similar in basic belief but each organisation is slightly different in style, management and priorities and people are different in terms of how they relate to us. Policies tend to be the same, though.”*

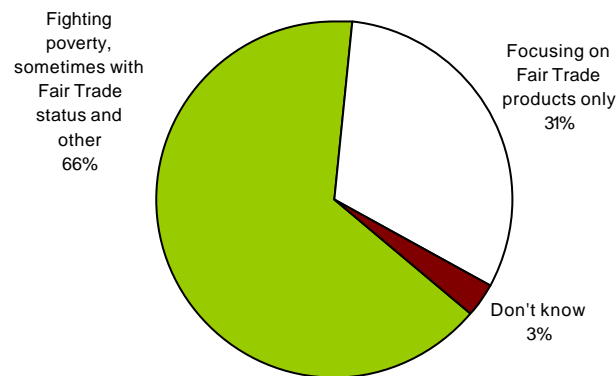
## **3.6 Fighting poverty v Fair Trade**

### **3.6.1 UK view**

The online survey asked stakeholders what they felt Traidcraft’s priority should be: fighting poverty, sometimes with Fair Trade status or focusing on Fair Trade products only. The vast majority of respondents had a view on this, as can be seen in figure 9 below. Two-thirds of respondents (66%, 601 respondents) felt that the priority should

be fighting poverty, sometimes with Fair Trade status, whilst 31% (286 respondents) considered a focus on Fair Trade products only to be the priority.

**Figure 9** What do you think Traidcraft's priority should be?



Fair Trader, shareholder and donor stakeholders who participated in the qualitative research generally felt that the key thing was to make a difference to people in less fortunate circumstances. Fair Trade was seen as an excellent way to achieve this, but it was generally recognised that the Fair Trade mark, for example, was not something which could necessarily be achieved that quickly and did not apply to craft products. It was seen to be a useful thing to work towards, but there was confidence that Traidcraft would be working ethically and fairly in all of its dealings with producers.

### 3.6.2 Overseas view

Producers had slightly different perspectives depending on their own situation and experiences, but Fair Trade was seen as a better way to fight poverty as it is not charity and gives people skills to help themselves in the longer term. However, international standards were perceived to be difficult to achieve at all times/in all case so there was a view that poverty is the initial priority but every attempt should be made to work towards Fair Trade standards.

*"It is important for all to fight poverty. Poverty will be gone slowly as people become more self-sufficient. Once poverty is addressed then standards become more important. Traidcraft should help people work towards Fair Trade status."*

*"Not all organisations can fulfil Fair Trade standards, e.g. around proper working conditions, because of the poverty here. Poverty should be the main focus and then Fair Trade."*

*"Trade is the best form of aid as it is not a hand out, it builds self-esteem, you earn your money and Fair Trade helps this. There are fewer barriers to trade if you are involved in Fair Trade."*

*"Fair Trade is the ideal we should all strive to but none of us are totally fair in all things – there are no pass or fails but labels need passes/fails, e.g. no child labour. We are selling products, not poverty or communities."*

*"Charity is not helping people – it is better to teach them to fend for themselves. Charity is not good in the long term and teaching skills is better so if Traidcraft is not there then they are still able to survive."*

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*“...Fair Trade does not mean that you get orders through sympathy, instead as a producer your products must meet international standards in order for them to gain market acceptance. Products must be fairly traded, fairly produced and fairly priced.”*

### **3.7 Expectations of Traidcraft in the future**

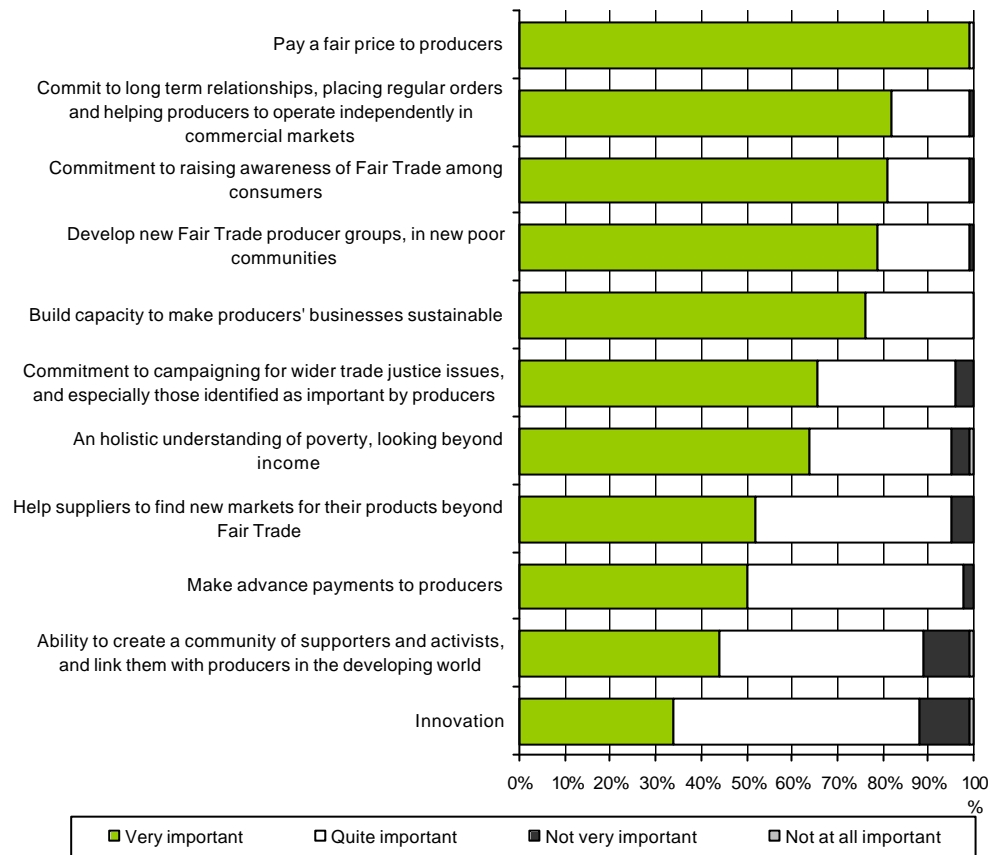
#### **3.7.1 UK view**

Online survey respondents were asked to rate how important it was that Traidcraft is engaged in a number of key issues in future. For each of the issues tested, stakeholders considered it to be important that Traidcraft is engaged in these in future. There was some differentiation in degrees of importance attributed by stakeholders, however all but two of the issues were given very important ratings by at least half of stakeholders who expressed a view. The top five issues which were given the highest very important ratings were:

- paying a fair price to producers (99%, 911 respondents);
- having a commitment to long term relationships, placing regular orders and helping producers to operate independently in commercial markets (82%, 749 respondents);
- a commitment to raising awareness of Fair Trade amongst consumers (81%, 739 respondents);
- developing new Fair Trade producer groups in new poor communities (79%, 722 respondents); and
- building capacity to make producers' businesses sustainable (76%, 685 respondents).

Male respondents were consistently less likely to rate something as very important than female respondents but were consequently more likely to rate it as quite important. Fair Traders were also more likely to rate most issues as very important in comparison to non-Fair Traders. There was little differentiation in opinion by age or length of involvement with Traidcraft, with only slight differences in very or quite important scores apparent.

**Figure 10 How important do you think it is that Traidcraft does/has the following?**



Fair Traders, donors and shareholders involved in the qualitative research saw the various points tested in the survey to be important to continue to do and in some cases to improve upon. The payment of a fair price to producers was again seen to be the really critical point. However, building capacity was also considered to be critical, to ensure that producers did not have to rely on Traidcraft or others indefinitely – “*you’ve succeeded when they can survive on their own*”.

Whilst campaigning was seen to be important, there was a view that this should not be at the expense of “*core business*”, i.e. supporting and developing producer groups. It was something which participants could more readily see Traidcraft doing in partnership with others, e.g. Make Poverty History.

Other suggestions were made by focus group participants in particular and these are included in the final part of this section, e.g. comments on the current range of Traidcraft products in the catalogue.

### 3.7.2 Overseas view

The most common initial response from producers when asked what they expected from Traidcraft in the future was an increase in sales! The next most common response was that of continuing to build capacity, with particular reference to gaining a better understanding of the northern markets and design/product development.

*“More orders! Everyone will say that they will help us in whatever way they can and it is two way – if we do well, they do well; if they do well, we do well.”*

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*“Traidcraft support capacity building and in the future should support more of this to build competence. It is a price sensitive relationship. Traidcraft never say that we are competitive enough or not on price – we need feedback if it is due to price or not so that we can respond to it. They are very good on quality and very clear which is good. We would like to enlarge the relationship with potential buyers in the north.”*

*“Hope orders get bigger as this would help more. Advocacy is nice but sometimes concerns are more mundane – being able to live and work is a lot to people here.”*

*“Key thing is to increase the volume of sales and it is important to get advance payment. We need more assistance in organising projects in the community in the countryside, e.g. community education for elders, health projects, women projects, etc. Traidcraft could help with vocational work.”*

*“We lack marketing support and Traidcraft could help with this.”*

*“More product development please! That is the main thing. We give Traidcraft priority in the UK but it has a big knock-on effect as we can sell it in other countries.”*

*“Communications could be improved in terms of dialogue on why they buy or don't buy things, an honest appraisal. Traidcraft need to buy for commercial reasons, not social reasons so they need the freedom to sell what people will buy.”*

Confidence in the scale of orders, particularly with regard to ensuring continuity of work for producers was also seen to be important.

*“Continuous work is key, we have a moral responsibility.”*

*“Work all year round.”*

Food producers were also keen to add more value to their produce, e.g. by producing things in individual packets rather than in bulk and value being added in the UK.

*“Sustain and improve what they are doing. Identify more avenues for produce. We could make things here too, we are keen to add more and more value and expand the market to other countries including developing countries. Then more people can work.”*

Craft producers were quick to note the increased focus on food products by Traidcraft and Fair Trade generally and were keen to suggest that more effort is placed on development of the craft markets (reflecting some of the suggestions of UK stakeholders), with particular reference to how crafts are positioned in the market place, and one suggested that they may wish to move into food production.

*“Food purchases are high but handicraft prices are low and people think they are cheap. Should we change the word handicrafts as it has a bad meaning?”*

*“The focus is now more on food products, not necessarily at the cost of craft producers but there is more of a push required in the craft sector. It's not that they've taken their eye off crafts, it's just been more on food. I appreciate that it's a bigger market but...”*

*“Maybe they should sell more expensive products? They need to know which people buy from them and which do not. The products are too boring, especially in fashion. They did a male page and then cut it back. You can't try it just once and expect change that quickly... Producer groups must learn that it is not charity, they need to be business focused and make a profit. They cannot expect people just to buy because of who they are, if they are not interesting products. They should have more expensive products and more for men. Traidcraft is best on product development,*

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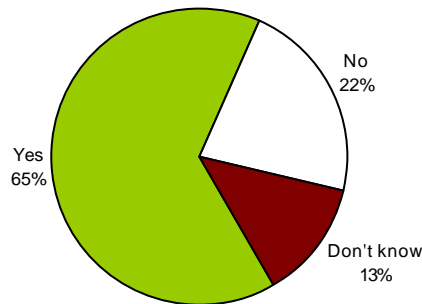
*especially where they see results as this motivates them. How can people in mud huts imagine where things are going? We need to keep communicating between the east and west."*

### 3.8 Conflict between Fair Trade and the environment

#### 3.8.1 UK view

Nearly two-thirds (65%) of online respondents felt that there is sometimes a conflict between fighting poverty and sustaining the environment. Twenty-two percent (204 respondents) felt there was no conflict and the remaining 13% (115 respondents) did not know. Non-Fair Traders, shareholders, donors and those who had been involved with Traidcraft for 11 – 20 years were more likely than other groups to state that there was sometimes conflict. Those aged 65+ were least likely to consider there to be conflict, but conflict was still the majority view (60% thought there was and 28% thought there was not).

**Figure 11** Do you think there is sometimes a conflict between fighting poverty and sustaining the environment?



The qualitative research in the UK also showed that stakeholders recognised that there could be tensions between Fair Trade work and the environment. The most common view was that it was important to preserve the environment and to fight poverty but that if one had to be seen as more important than the other, then fighting poverty was generally, although not exclusively, more important. An issue raised in one of the discussions was that Fair Trade goods are already more expensive and environmental concerns were considered to potentially push prices up further.

#### 3.8.2 Overseas view

Producers were mixed in their views. Some felt that there was no conflict at all between Fair Trade and the environment, and that Fair Trade took environmental issues into account. There were different views between farming producers and craft producers as the craft producers were more likely to feel that what they did had no conflict with the environment at all. Where there was potential for conflict, craft producers were more likely to state that they complied with requirements regarding paints, dyes and chemicals used, etc. The view was expressed by a few producers that environmental requirements were very costly to comply with and there was a need for Fair Trade organisations to have a better understanding of the local environmental issues of producers. The comment was also made that there should not be the expectation that producers comply to higher environmental standards than we do in the developed world.

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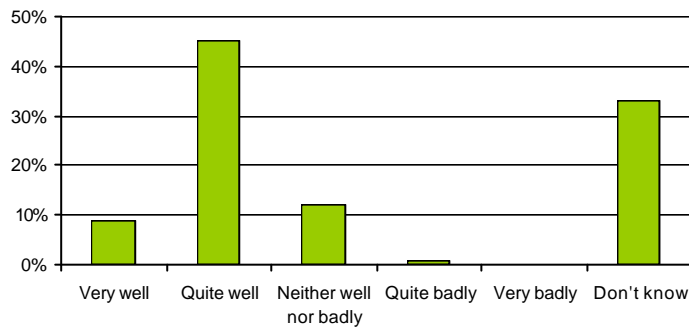
## 3.9 The importance of the environment

### 3.9.1 UK view

The online survey asked if it was more important to fight poverty or sustain the environment and 88% (803 respondents) stated that they were equally important, 10% (93 respondents) that fighting poverty was more important and 2% (18 respondents) that sustaining the environment was more important. Respondents aged 16 – 44 were more likely than other age groups to state that fighting poverty was more important (15%, 41 respondents, compared to 8% of those aged 45+).

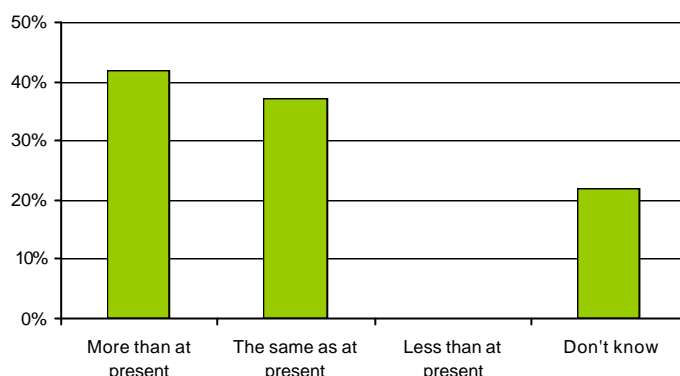
Traidcraft was perceived to address environmental issues very or quite well by 54% of respondents (500 respondents) but there was a relatively high proportion of stakeholders who responded don't know to this question (33%, 303 respondents). It should be noted that only 1% (6 respondents) felt that Traidcraft addressed environmental issues quite badly and none very badly. If the don't knows are suppressed, 67% of those who expressed an opinion rated Traidcraft as addressing environmental issues quite well and 14% very well.

**Figure 12** How well do you think Traidcraft addresses environmental issues?



Stakeholders were asked in the online survey how much importance Traidcraft should place on environmental issues in the future. Whilst 37% (333 respondents) felt it should be the same as at present, 42% (380 respondents) felt there should be more importance and only 1 respondent felt there should be less importance. One in five respondents felt unable to comment on this, which is not surprising given the high proportion of don't knows when asked how well it is currently being addressed by Traidcraft. If the don't know responses are suppressed, 53% of respondents who expressed an opinion felt that more importance should be placed on environmental issues in future and 47% the same as at present. Female respondents were more likely to wish there to be more importance placed on environmental issues than male respondents, who were more likely to wish to retain the status quo. Younger respondents (under 45s) were also slightly more keen to see environmental issues move up the agenda (and also slightly more likely to respond don't know), whilst older respondents were more evenly split between making them more important and keeping things as they are.

**Figure 13** How much importance do you feel Traidcraft should place on environmental issues in the future?



UK stakeholders in the qualitative research also found it difficult to comment as they were unsure to what degree Traidcraft was currently environmentally friendly. There was an assumption by some that Traidcraft only used recycled paper, etc., at present. Stakeholders would like Traidcraft to promote its environmental credentials where possible, and this was considered to be a potential area of differentiation.

### 3.9.2 Overseas view

Producers considered the environment to be important and so around half stated that Traidcraft should put more emphasis on the environmental aspects of its work. Others felt that Traidcraft already did put a lot of emphasis on the environment, but there is always room for improvement. One commented:

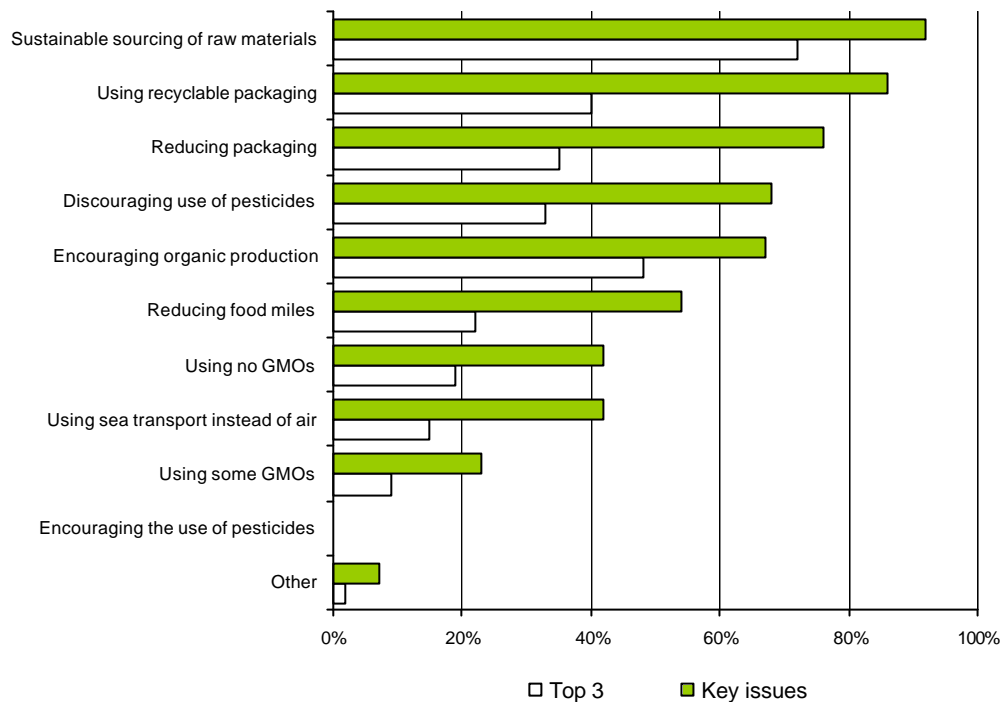
*“The FLO logo is there and this should say to consumers that the environment is safe, that it is synonymous with it and speak to consumers that it is a safe product. Publicity is needed for this.”*

### 3.10 Specific environmental issues

Online survey respondents were asked what they felt the key environmental issues were for Traidcraft to tackle, initially selecting all they say as relevant from a list and then selecting the top three. Figure 13 below shows the results. Sustainable sourcing of raw materials and recycling/reducing packaging were all seen to be things to tackle, followed by discouraging the use of pesticides/encouraging organic production. There was a broadly similar pattern of response in terms of all issues to be tackled and the top three but encouraging organic production was particularly prioritised by those who saw this as something to be tackled. Encouraging the use of pesticides was not seen to be something Traidcraft should be tackling at all (only 3 respondents felt this should be tackled and it was not in anyone's top three priorities). It was interesting to note that there was support for the use of some GMOs, although this was not prioritised as much as other issues, including non-use of GMOs.

Those aged under 45 were more likely to prioritise reducing packaging (40% as opposed to 32% of those aged 45+) but less likely to prioritise discouraging the use of pesticides (27% compared to 35% for 45+) and the use of some GMOs where appropriate (3% compared to 10% of 45 – 64 year olds and 16% of 65+). Those aged 65+ were less likely than younger respondents to prioritise no GMO use (13% compared to 18% of under 45s and 20% of those aged 45 – 64).

**Figure 14 What are the key environmental issues you feel Traidcraft should be tackling?**



Other environmental issues raised by respondents included the following:

- energy efficiency/use of renewable energy;
- developing local markets;
- careful land use/conservation;
- using recycled (rather than recyclable) packaging;
- use of recycled materials by producers; and
- reducing greenhouse gas emissions.

Specific comments around each of the environmental issues raised in the qualitative research, both within the UK and overseas, are detailed below. The general feeling which emerged was that Traidcraft should do what it can to address environmental issues but that it also needs to be balanced and pragmatic at times. The minimum that stakeholders felt that Traidcraft should do environmentally is to be aware of the environmental impact of everything they buy, to ensure waste is disposed of properly and to provide whatever support possible to help producers minimise environmental impact.

### Organic production

There were mixed views in the UK on this issue. Some participants were very keen for Traidcraft to maximise the number of organic products but others felt it was something Traidcraft should use where possible but it wasn't a priority. There was concern that this might increase prices and Fair Trade was seen to be the priority rather than organic production.

*"In twenty years' time, organic foods will be sold much more widely so Traidcraft should keep it in their minds."*

*"Organic production is good but what if it's been flown in from Zimbabwe? We trust Traidcraft to keep these issues in balance."*

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A small number of producers were currently engaged in, or working towards, organic production. Whilst this was seen to be a difficult process as it takes time and resources, organic produce was seen to achieve a premium price and so was worthwhile.

### **Use of pesticides**

Given the preference for organic production where possible, the use of pesticides was not something UK stakeholders were particularly keen on. These should be minimised and protective clothing worn, etc.

Producers were more pragmatic about the use of pesticides. Education about the dangers and correct usage of pesticides was seen to be important, although some have reduced the amount of pesticides used.

### **GMOs**

UK stakeholders were not keen for Traidcraft to align itself with GMO crops, even if it does increase yields. This was primarily due to the reliance farmers would then have on multi-nationals such as Monsanto and this was seen to be counter to what Traidcraft is all about, i.e. the forces that support GM foods are the same forces that are in opposition to fair and ethical trade.

*"It's not the GM bit, it's the multinational bit that's the issue."*

*"If you use GM, you end up in the pocket of agribusiness and big corporations."*

Not all producers were aware what GMOs were. Of the small number who were, and who felt able to comment (crafts producers did not necessarily find it relevant to them) there was little support for GMOs in food production but there was support for GMO cotton. The figure of 75% of world cotton was quoted as being GMO grown as it is very easy to grow, it doesn't harm the environment and fewer pesticides are required. The reliance on multinationals was not seen to be relevant for cotton as farmers are able to produce GMO cotton seeds themselves.

### **Sustainable sourcing of raw materials**

In the UK, this was seen to be an inherent part of Fair Trade, e.g. all wood should come from sustainable sources.

Where producers did comment on this issue, it was to say that some do use environmentally friendly sources, e.g. recycled paper for packaging, using grass to make paper, etc. This is not universally the case, however, and some artisans buy in their raw materials to add value by carving, etc., so feel they have less control over this aspect.

### **Food miles**

Stakeholders in the UK were concerned about food miles. The promotion of 'south to south' trade was seen to be a good step to help with this and shipped products were preferred to air freighted ones. It was accepted that there had to be a balance between food miles and the provision of the product. This was not a key issue for producers.

### **Packaging**

Packaging was an issue which most of the UK stakeholders were particularly interested in. The view was expressed that packaging was a bit of a *"necessary evil"* with regard to being sufficiently interesting to attract people to buy products, although

there was an additional benefit of being able to put information on the packaging. Whilst people recognised the increased sales which could be achieved by packaging, there was interest in Traidcraft being as inventive as possible to ensure impact on the environment is minimised.

*“Sadly, it’s the packaging that seems to sell. My sales of muesli went up when it (the packaging) became more conforming.”*

Stakeholders were keen for Traidcraft to do as much as possible to minimise packaging, and particular comment was made on the amount of cardboard boxes and packaging used for mail order deliveries.

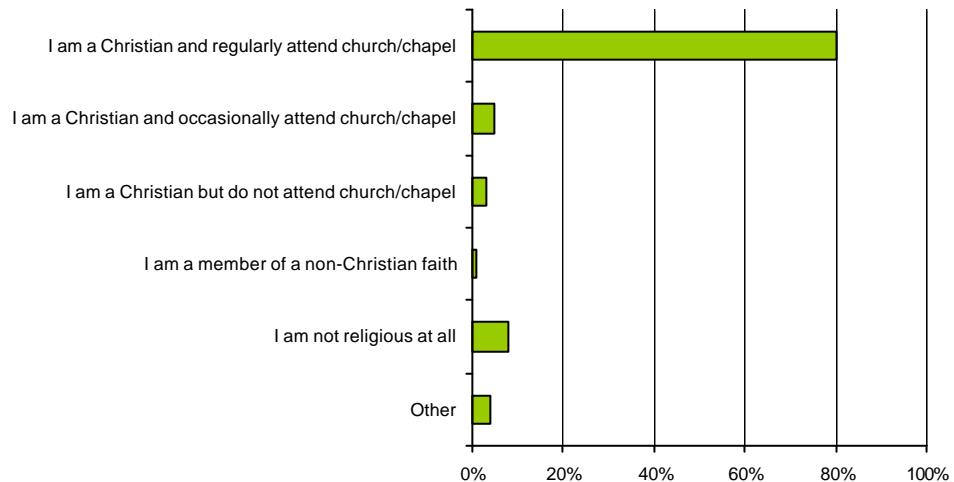
### 3.11 Awareness of Traidcraft’s Christian identity

The next issue considered by stakeholders was that of Traidcraft’s Christian identity.

#### 3.11.1 UK view

The online survey first established stakeholders’ religion and regularity of attendance at church/chapel. Four out of five survey respondents stated that they are Christians and regularly attend church/chapel (80%, 736 respondents). The second most common grouping was those who are not religious at all (8%, 70 respondents) and there was a similar proportion of those who are Christian and do not or only occasionally attend church/chapel. Only 1% of respondents (6 respondents) were members of a non-Christian faith.

**Figure 15** Which of the following best describes you?



Other responses given on this included Quaker (some recorded this separately and others whilst also ticking a Christian category), Agnostic, Buddhist, Humanist. A couple attend church with their families but are not Christian and a couple of others stated that they are not religious but do have strong ethical/moral beliefs. Nearly all the survey respondents (96%, 881 respondents) were aware that Traidcraft is a Christian organisation prior to completing the survey. There were no significant differences in awareness of Traidcraft’s Christian identity or respondents’ religion/frequency of attendance by age.

The majority of focus group participants in the UK were also aware of the organisation’s Christian identity. Those who were not aware were not Fair Traders but were donors or shareholders.

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### 3.11.2 Overseas view

Only two of the producers were not aware that Traidcraft is a Christian organisation. Several of the producers were Christian organisations.

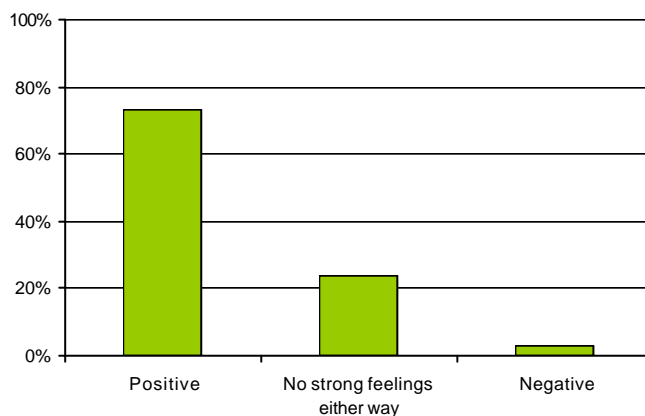
## 3.12 Views on Traidcraft's Christian identity

### 3.12.1 UK view

Three-quarters of online respondents (73%, 673 respondents) considered this to be a positive thing, whilst 3% (24 respondents) felt it was negative. The remaining 24% (219 respondents) had no strong feelings either way.

As might be expected given that many Fair Traders operate from a church, those who were non-Fair Traders were less likely than Fair Traders to see this as a positive thing (59%, 109 respondents), and more likely to have no strong feelings on the subject (38%, 71 respondents). Similarly, those who were not Christian and/or regular church-goers were much less likely to view Traidcraft's Christian identity as a positive thing and the majority had no strong feelings on the issue. There were no differences in the proportion of those who felt it was negative by age, but as the age profile increased, respondents were slightly more likely to state that it was positive rather than have no strong feelings on the issue.

**Figure 16** Is this a positive or negative thing in your eyes?



A number of comments around this were made, for example:

*"Although not religious I agree with Christian principles."*

*"Because I am a Christian and I have more faith in an organisation which shares my Christian values."*

*"Christian principles in action."*

*"Fair Trade is a humanitarian issue, it goes beyond religious inclinations."*

*"I have no problem with a religious charity unless they are evangelical, e.g. Tearcraft."*

*"I like the fact that Traidcraft does not push its Christian identity. I believe that it's gained credibility through the value of the work, which is the right way. Sadly – and I wish it weren't the case – 'Christian' does not always mean 'top quality'. Having said that, it's nice that an organisation with credibility happens to be Christian and*

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*personally I believe that poverty, the environment, sustainable living are issues which Christians ought to be leading on."*

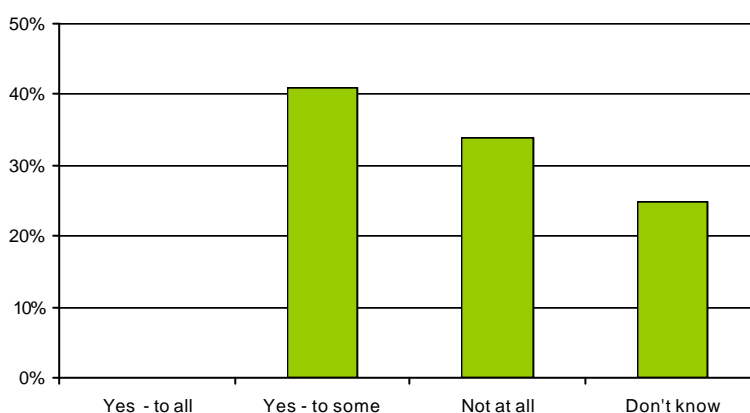
*"I perceive Traidcraft to be nonevangelical unlike some other groups involved with fair trade, but I was a little concerned by a recent advertisement which specified that applicants had to be practising Christians. I do not see why one cannot wholly support the organisation without being a Christian."*

*"I respect your beliefs even if I don't share them. HOWEVER I hope that you do not: 1. Discriminate in favour of Christian communities for help; 2. Use your contacts with non-Christian communities to proselytise; 3. Have a policy of having only Christian employees.*

*"It's not only Christians who want to tackle poverty. Traidcraft gains respect from all sections of society for its concern for the poor, not through converting people."*

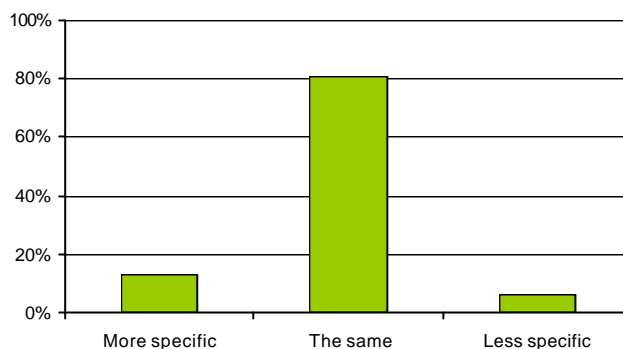
Whilst the majority of respondents considered Traidcraft's Christian identity to be a positive thing, 41% (371 respondents) felt that this might be off-putting to some potential supporters or customers. One in three (34%, 315 respondents) did not think this was the case and the remaining 25% (229 respondents) did not know. There was not much variation in view by type of respondents but those aged under 45 were more likely to consider that it would be off-putting to some people (46%, 126 respondents) than others. Respondents aged 65 plus were less likely than younger respondents to respond don't know (18%, 18 respondents) and more likely to consider the issue not at all off-putting to potential supporters or customers.

**Figure 17 Do you think this Christian identity is off-putting to potential supporters or customers?**



Whilst there were mixed views on the degree to which Traidcraft's Christian identity might be off-putting to potential supporters or customers, 81% of respondents (738 respondents) felt that Traidcraft should not be any more or less specific about its Christian identity in communications – it is currently striking the right balance, in their view. Male respondents were more likely to suggest that Traidcraft should be more specific in communications (20%, 39 respondents) than female respondents (11%, 80 respondents). There were no significant differences by age of respondent.

**Figure 18** Should Traidcraft be more or less specific about its Christian identity in communications?



The majority (86%, 714 respondents) of online survey respondents therefore did not wish to see any specific ways for Traidcraft's Christian identity to be expressed more fully and a number made comments reiterating that they felt this would be off-putting to those who were not Christian/religious rather than suggestions for ways in which it could be more fully expressed.

*"I do not think being more openly Christian would help to fulfil the aims of the organisation and could present difficulties. Anyone who is interested in what Traidcraft does and what it stands for will sooner or later become aware that it is a Christian organisation. If that is then a problem for them, so be it, but let's not put people off before they have had time to understand the work which is done."*

*"Please do not express Christianity more – but there is no need to hide it."*

*"It works well as it is without being too much in your face for people who would want it to be."*

Those who did give suggestions for ways in which they would like to see Traidcraft's Christian identity expressed more fully also said that it is a difficult balance to achieve and Traidcraft generally achieves this well so that it does not put people off.

*"If it came on strong with Christianity I would probably stop being a Fair Trader."*

*"I think it is done well now – not "in your face" as it were but very definitely a strong motivating force in the organisation."*

*"I think the balance in the statement in the latest catalogue is about right."*

*"In your face religion, of whatever faith, is off-putting and can encourage antagonism."*

The suggestions which were made included comment around the Traidcraft literature/catalogues, worship materials/prayer cards, Christian identity on the packaging, a more overtly Christian logo or strapline and more Christian cards, e.g. Easter cards. However, each of these were suggested by less than ten respondents and many people reiterated that they felt the balance was right as it is and they do not wish to see things being more overtly Christian. The quantitative responses broadly reflect the qualitative discussions.

### **3.12.2 Overseas view**

Approximately one third of producers stated that Traidcraft's Christian identity was a positive thing, whilst the remaining two-thirds felt that it was neither positive nor

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negative. Their view was that Traidcraft's actions were far more important than what religion it supported.

*"It is not positive and not negative, it is up to them what their religion is. The values of people and what you do are far more important than religion."*

*"No views. They have never inquired about my religion and it has never been an issue. I am a Buddhist, they are Christians, it is just fact. Quite happy."*

*"The aim, role and feeling of Fair Trade has a big relationship with the important principles of the Christian faith. It is good in one sense but bad in another. Good because Christianity means having respect for others, to work with the poor, to work together to help and to solve problems. Bad, given the word fair as fair has to mean a relationship of equals and there is a big risk that Christians see the poor as unequal, which means it is charity. That is really terrible as charity won't help the poor and it is not fair. It has to be trade not aid. It is very difficult to help someone without knowing the real problems. Charity may be the first motivation to contact but once they know more then it has to be a relationship of equals."*

*"We are completely neutral, our attitude is live and let live. We are apolitical, a-religious and a-everything! As long as they are not bad to us that is fine."*

*"We have a totally secular approach. We have people from all religions working here and don't reflect any religion in what we do, although we are a Christian organisation. The principles of our work are more important but it is not visible to anyone that we are a Christian organisation. It is really important that it is secular as there were riots here and different conflicts over time because of religion so it is a sensitive issue."*

Producers reinforced the views of UK stakeholders on the overtness of Traidcraft's Christianity. Whilst it was seen to be good to have positive values, as Christian values were perceived to be, it was seen to be important not to communicate this any more strongly than is currently the case. It was seen to be key that no preferential treatment is given to those who are Christian and that the most important thing is what Traidcraft does as an organisation rather than what it believes in.

*"Traidcraft should keep Christianity low key. It helps, as the moment there is any affinity to any religion people think it is not for them. It is a very sensitive issue. It was very bad in the past and it has left a bad taste. Traidcraft don't want to be isolated."*

*"Not relevant – fighting poverty is better."*

*"Labelling is not so important, it is more important to do things."*

*"It's okay to have a religion provided you respect all others if they are different."*

*"Not more specific. Don't mix Christianity with helping the poor. The latter is key. The poor are poor and that is what it is all about, not religion."*

*"Must be secular and not mention religion."*

### **3.13 Importance and focus of campaigning**

#### **3.13.1 UK view**

Traidcraft currently campaigns on Fair Trade and trade justice issues. A total of 92% (848 respondents) survey respondents felt that Traidcraft should do this. Only 3% disagreed (29 respondents) and 4% (40 respondents) were unsure. This was slightly higher for those aged under 45 (95%, 260 respondents) compared to 90% of those

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65+, who were correspondingly more likely to respond don't know (7%, 7 respondents).

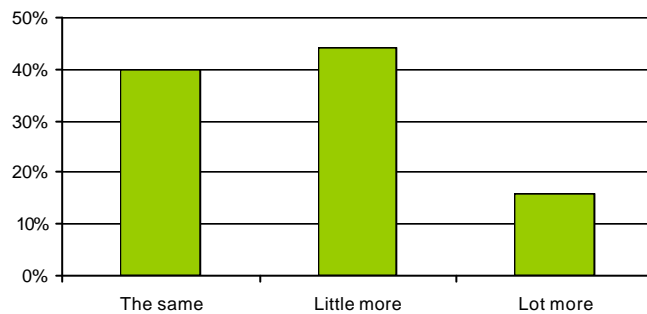
Whilst there was support for this in the UK stakeholder qualitative research, it was less of a consensus than the survey would imply and there was concern by some participants that it should very much be a secondary issue for Traidcraft, preferably in partnership with other organisations.

*“Campaigning is a side issue for Traidcraft.”*

*“I don't look to Traidcraft for radical campaigning. There are other organisations who are better equipped to do that.”*

The majority of respondents felt that more campaigning should be done than at present. Forty-four percent (364 respondents) would like to see a little more campaigning done by Traidcraft and 16% (131 respondents) a lot more. Forty percent (334 respondents) would like to see the same amount of campaigning done as at present. Interestingly, respondents aged 65 plus who felt Traidcraft should campaign were more likely to wish to see more campaigning than younger respondents (30% the same, 49% a little more and 20% a lot more).

**Figure 19** If yes (i.e. Traidcraft should campaign on Fair Trade/trade justice issues), should this be the same, a little more than is currently done or a lot more?



At least two-thirds of respondents agreed that Traidcraft should campaign about each of the issues tested in the questionnaire. The top three issues respondents would like to see Traidcraft campaigning about are trade justice issues with retailers and government bodies (91%, 770 respondents), promoting the principles of Fair Trade in the UK (91%, 768 respondents) and encouraging the purchase of Fair Trade products by consumers (90%, 763 respondents). Those aged 65 plus were more keen to see promotion of the principles of Fair Trade in the UK (97%, 89 respondents), encouraging the purchase of Fair Trade products by consumers (95%, 87 respondents) and promotion of the principles of Fair Trade in third world countries (77%, 71 respondents) than younger age groups.

**Figure 20** What specifically would you like to see Traidcraft campaigning about?



Other issues suggested by stakeholders were primarily one-off comments and a few gave examples which could be included under the categories in figure 20.

The qualitative research with UK stakeholders stressed the importance of raising awareness of Fair Trade/trade justice issues with UK consumers, particularly young people as these are “the next generation of consumers”. Having specific products to appeal to young people, and their budgets, was suggested as helping to reinforce this.

### 3.13.2 Overseas view

All except one of the producers were very keen that Traidcraft campaigns on Fair Trade and trade justice issues.

*“Yes, they have to go for it. Traidcraft now has old customers and young people don’t know about Fair Trade so they need to do a youth campaign and raise awareness of the philosophy.”*

*“Yes, very important. Traidcraft have done a great job as they are seen in many places in the Fair Trade movement and are active but we would like to see them more active in terms of reaching the grass roots people (on the producer side) as part of a campaign.”*

*“If they have the resources then do it because few people can do it. Being an advocate in the long run is very important and the small ones benefit.”*

*“Yes, of course. This is really needed, not just for Traidcraft to do but all Fair Trade organisations in the north and south to fight for justice. If everyone knows more about poverty in the world, and one of the main reasons is through injustice, then things can change. People need to know before they can do anything about it.”*

*“Of course! We’ve been too quiet and worked hard and we need to campaign and ride on a little.”*

*“Yes, in India people don’t understand what Fair Trade is.”*

Producers also felt that raising awareness of Fair Trade/trade justice issues generally was important. The UK was seen to be something of a “trend-setter” so there would be a trickle-down effect from campaigning in this country, and it was seen to make sense that Traidcraft should campaign in the UK as the organisation is based here.

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Producers would also like to see campaigning within their own countries, however, as awareness of Fair Trade is perceived to be low there.

*“General awareness amongst potential customers, specifically to young people.”*

*“Campaigning about Fair Trade issues to grass roots as producers are not fully aware of different aspects of Fair Trade so perhaps do not benefit as well as they should.”*

*“The Fair Trade concept in the UK and other countries too. Someone has to take a lead and Traidcraft is sincere, honest and devoted to it.”*

*“They do things but the thing is how/where do they campaign? It should be towards the political level where injustices/crimes are happening. Normal people are easy to manipulate – politicians and media do it. Campaign in the newspapers, as people will read about ‘nice people articles’, and on a political level as that is more important than a demonstration with a banner. Focus on the UK, let other focus elsewhere. General awareness raising of the issues and information on people’s suffering, with ideas about what can be done, e.g. join support to improve.”*

*“Don’t know if they can do anything about products from China or about looking after the welfare of workers in China?”*

*“There is a bit of conflict as advocacy is perceived. The south like to enlighten consumers and improve business to achieve a more just world. Fair Trade is not just about producers being paid well full stop. It is fair for all, including the consumer. We’re not altruistic in buying, we buy because we need. The organic movement promoted organic goods because they are good for health, not because they were good for the farmer/environment. Fair Trade is fair for the consumer too.”*

### **3.14 Preferred style of campaigning**

The preferred style of campaigning was then tested. The majority of respondents (71%, 590 respondents) who expressed an opinion felt that Traidcraft’s campaigning style should be helpful and non-combative. Seventeen percent (144 respondents) favoured a more critical and assertive campaigning approach. Those who gave another response generally stated that both helpful/non-combative and critical/assertive campaigning approaches were required depending on the context.

Generally, younger respondents were more likely to wish to see more critical and assertive campaigning (20%, 52 respondents aged under 45) than older respondents (11%, 10 respondents aged 65+) but the majority view was still helpful and non-combative (63%, 161 respondents aged under 45; 82%, 75 respondents aged 65+).

Qualitative comments included the following:

*“An organisation such as ours which is seen as helpful and non-combative can afford to embark on more critical and assertive campaigning from time to time on specific issues. People will listen to a dog which barks sometimes but is seen to get on with herding the sheep every day.”*

*“Also needs to be critical but I think people tire of hearing activists criticise all the time. Personally I prefer to be inspired than criticised!”*

*“Traidcraft should be a beacon, much as Fry’s or Rowntrees were in the 19<sup>th</sup> century.”*

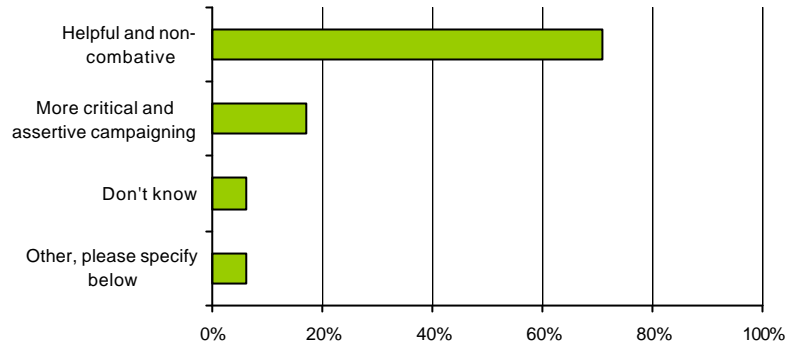
*“I think Traidcraft has done really well and succeeded in involving many more people but now has a bit of a leap forward and needs to challenge the complacent a bit more...”*

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*“Both helpful and critical campaigning is required depending on the focus. Consumer need encouragement to recognise the benefits of Fair Trade, large supermarkets need shaming into changing their unsustainable practices.”*

*“Helpful to consumers, assertive and critical to governments and businesses.”*

**Figure 21** What style should this campaigning take?



Stakeholders in the focus groups reinforced the importance of the links with the producers in conveying key messages: *“Producer stories are powerful things and they should be more widely available on the product packaging and in campaigns.”*

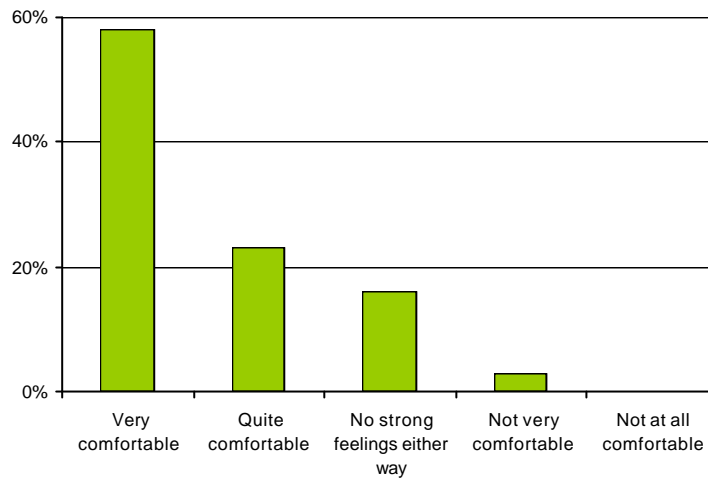
Producers were not asked about the style of campaigning specifically and comments focused more clearly on the clear need for campaigning rather than the style of it.

### **3.15 Traidcraft plc and Traidcraft Exchange**

Traidcraft has two arms: Traidcraft plc is the trading company which sells Fair Trade products, whilst Traidcraft Exchange is the charitable arm of the organisation, funded by donations and grants to carry out projects, consultancy, lobbying and campaigning work. Within regulatory constraints, these two arms increasingly operate as one organisation. UK stakeholders were asked about their understanding of and views on this.

Online survey respondents were asked how comfortable they felt with this joint working and the majority were comfortable, as can be seen in figure 21 below. Over half of respondents (58%, 529 respondents) stated that they were very comfortable and a further 23% (207 respondents) were quite comfortable with it. Only 32 respondents (3%) were not comfortable with it to any degree and 16% (146 respondents) had no strong feelings either way. Responses were broadly similar by age group.

**Figure 22** Are you comfortable with this joint working?



Some examples of the kinds of comments made are as follows:

*“As long as there is accountability and everything can be seen to be rightly done then the advantages of working closely together are considerable.”*

*“I think it’s good that you see the charity side of Traidcraft working alongside the trading company! They are both very important and can’t do the work without being one.”*

*“It’s good to be able to say of Traidcraft ‘We are not a charity. We are a proper business with shareholders, managers and staff to pay.’ It often surprises people and commands more respect from some.”*

*“I used to find it a bit confusing, and I still feel it is not always clear what is the role of Traidcraft Exchange. Its name does not convey its role to me. In fact, the statement above is the clearest expression of the distinction between Traidcraft plc and Traidcraft Exchange I can remember seeing.”*

*“Sometimes difficult to explain to customers that Traidcraft (plc) is not a charity while at the same time accepting donations. Perhaps a different name for Traidcraft Exchange?”*

*“I find it very confusing to be honest – I feel that I am helping as much as I can with my sales of goods and then I also receive requests for more money and sometimes I feel a bit pushed to donate when I may not be able to spare extra money at that time. This is especially when the second letter arrives for the same request of a donation – are they spending their money wisely asking twice to the same people? Although, having said that, I do then try and find some spare cash to send!”*

*“Although there must be some overlap and involvement, there are other organisations dedicated to campaigning. I was unhappy when funds from an appeal by Traidcraft Exchange for investment in developing world businesses was spent on a new computer system for Traidcraft. I thought this was at best misleading and would not give donations in future.”*

*“It is really hard to get the message of justice not charity across – then when we have an inbuilt charity or are asked to fundraise as well as sell FT products customers can get very confused.”*

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*“The risk is losing the distinction between ‘trade’ and ‘charity’. One of Traidcraft’s aims is to demonstrate that it is possible to trade fairly on a commercially sustainable basis. If the plc asks for donations we are in danger of suggesting that it can’t be done!”*

The focus groups also revealed that whilst, generally, stakeholders were comfortable with the joint working of the two arms of the Traidcraft organisation, there was a certain amount of “fuzziness” around what each part of the organisation does and many participants had not considered the issue prior to being asked. There was seen to be some tension between the two, however, although this was in a minority of discussions.

*“People think of Traidcraft as a charity not as a plc. Maybe this helps sales in the short term but it’s not right. It perpetuates dependency rather than raising Fair Trade to a straightforward commercial activity.”*

### **3.16 Partnership working and involvement with Traidcraft**

Producers were not asked about their perceptions of the distinction between Traidcraft plc and Exchange but were asked instead about their views on potential partnership working and the degree of involvement they would like to have with Traidcraft.

Those producers who deal with a number of Fair Trade organisations did suggest that there could be more partnership working or at least co-ordination with regard to such things as visiting, monitoring and ordering to reduce duplication and therefore costs. Those who were smaller and did not deal with a number of buyers did not see duplication as an issue.

*“There are many Fair Trade organisations in Europe and they need to co-ordinate with each other about visiting, monitoring and ordering to reduce costs and duplication.”*

*“A lot of FTOs have quality/design workshops in producing countries and there is a lot of overlap. If the producer deals with 2 or 3 they feel they have to go to them all and there is a lot of repetition and waste of time and effort. Co-ordination would be good. Traidcraft have done some with an FTO in Holland but could do more.”*

*“Could make a show with products and take it from country to country, with publicity. Could find more upmarket clients and order extra things to sell to the public and have foodstuffs, a wine bar, coffee bar, etc., then campaign at the show.”*

When asked if they would like more or a different kind of involvement with Traidcraft, several producers felt that ‘more of the same’ was required, particularly around product development work. This was also something which they felt could be done in partnership with other organisations.

*“We have had very successful product development experience with Traidcraft so we have excellent products with their support. We would like to see more of that, with buyers working with producers. This could be done in a co-ordinated way with all buyers so that there is more effective buying and supplying.”*

Campaigning was an obvious option to be conducted in partnership. This included engaging with foreign governments and funders on behalf of producers.

*“Making Fair Trade higher profile in the UK is key.”*

*“It may be worth Traidcraft making stronger links with funding bodies such as European Union and others as an intermediary and a link partner between EU and the local producers that Traidcraft deals with. This may enable Traidcraft to better*

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*represent smaller voices that need help and can make a real difference at a grass roots level, but lack the voice in the larger funding arena.”*

In terms of involvement with Traidcraft, a key suggestion from several producers involved in crafts was that of gaining entrée to gift fairs, e.g. Birmingham gift show, with the help of Traidcraft. This was seen to be a gap that the European FTOs have yet to fill for craft producers.

*“Does Traidcraft go into exhibitions or anything like the Birmingham gift show? It would be good to invite southern partners with them, to focus on the products. This would be ideal.”*

Continuation of product design and development was also reiterated here, as was a general willingness to be involved with Traidcraft in whatever way possible, e.g. development workshops, environmental and other projects or visits.

It was suggested that improved southern understanding of what Traidcraft and other organisations and markets in the north are looking for and joint brainstorming with producers in the south would help. A couple of producers were keen to be more proactive in working actively to look at creative solutions to problems rather than just responding to issues on an ad hoc and disjointed basis. This was perceived to require more openness on the part of northern organisations, however, but reinforces the principle of people in poor countries helping themselves rather than having things ‘done to’ them. This was seen to be real partnership working and the next step in moving things forward.

### **3.17 Measurement of success**

#### **3.17.1 UK view**

UK stakeholders involved in the qualitative research and producers all felt that measurement of success in reaching aspirations was very important for Traidcraft to do. This was seen to be vital to check that progress was being made and to improve in the short and long-term.

A wide range of different measures were suggested: hard and soft indicators; outputs and outcomes. UK stakeholders involved in the qualitative research suggested a range of different measures, for example:

*“The number of people in the third world whose quality of life has improved.”*

*“Projects becoming sustainable and standing on their own two feet.”*

*“The number of people becoming Fair Trade shoppers and being converted.”*

*“The ‘bottom line’ and being viable as an organisation.”*

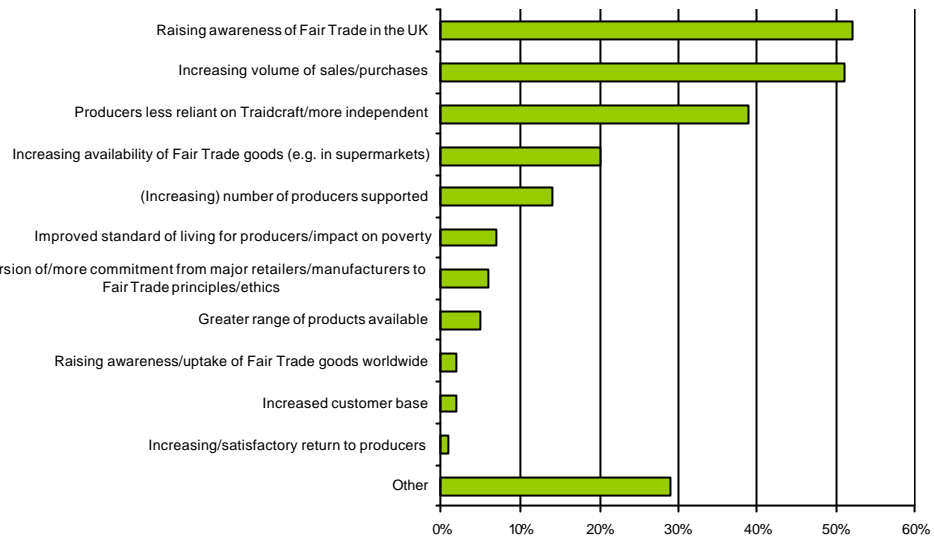
*“Getting more sales through supermarkets and new customer areas.”*

*“Growth in turnover and sales.”*

*“Public awareness of Fair Trade.”*

The main indicators/measures of success suggested by online survey respondents were are shown in figure 23 below. It should be noted that some examples were given in the introduction to this open-ended question and these appear as the top three issues cited by respondents. A few respondents suggested that Traidcraft not being necessary at all was the ultimate measure (but recognised that this is a long way off, if possible at all).

**Figure 23 What do you think should be the key measures of success for Traidcraft?**



### 3.17.2 Overseas view

The view was also expressed by producers and Fair Traders in particular that Traidcraft does measure what it does well, with the social accounts being given as a good example of this being done in a very transparent manner. Those who were more involved in community development were very keen to see the softer indicators measured but producers and other stakeholders varied in their opinions as to how much resource should be invested in measurement: the pragmatic approach was favoured, i.e. if it could be done then do it and build it into systems so that costs are minimised.

A few stakeholders cited the formula of doubling in size every five years.

*“Every five years you must double in size or you are left in the jungle! We all need to improve our methods and sales. I have seen them grow and they are still growing so they are doing something right.”*

Producers suggested the following indicators:

*“Sales and turnover are not important but softer things are: meaning, solidarity, friendship, the difference made to people.”*

*“Improvement to groups: if they are self reliant, less input is required, less assistance is needed.”*

*“Sales, increased market share. Look at individual producers, where they have and have not increased and set targets of 18 – 20% growth each year. If sales increase, the impact on the lives of producers will increase.”*

*“It is always difficult to measure community development... change is a very personal thing and the only way to measure it is through personal contact. Soft indicators are hard to do unless there is personal contact.”*

*“With good forward planning and pre-determined project goals, evaluation should be simple. It is important that Traidcraft understands the purpose of the action/aspiration that it is trying to achieve. Outcomes in certain areas don’t have to have a set goal. It can be a sliding scale of achievements and have the ability to be fluid in an in-field*

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*environment. This could be 'what is the least' we want to achieve if we do X and this could be the 'best possible' result if we do X. Indicators that work as markers on the way to a successful project."*

Producers were also asked which was most importance: growth in sales, influence or both? These were both seen to be important and to be inter-related. If Traidcraft grows in terms of sales then it will have more "clout" and if it has more influence then it will achieve more sales.

*"Sales and influence are both important – access to people means that you can influence them. We told a commercial buyer what impact their purchases had on people and they have kept buying. It influences behaviour so the relationship with a buyer is very important."*

*"If you are bigger then partners feel more secure."*

*"We would want Traidcraft to grow in terms of sales and influence. In our opinion, both areas would work symbiotically to aid the development of each. Sales are a key factor but the focus should be easily split between the bottom line and social justice and empowerment of producers/suppliers."*

### **3.18 Individual producer priorities**

Producers were asked what priorities and aspirations their own development work with individual farmers and artisans had revealed. The key priority was perceived to be continuity of work, to assure income at a reasonable level. Once this is in place then other priorities can be addressed. These priorities varied according to the country in which producers were operating (some countries had a free health service, for example) but included housing, education, health and the skills to enable them to become self-supporting.

*"We speak to them regularly and the main concern is to sustain work. They would also like involvement in decision-making and education."*

*"They need not only better prices but better trade terms. They need to have better trade partners from everywhere to help them to sell their products at the highest price possible. They need more and permanent information about people who use their products. They need integral support to solve the difficult situation they face every day. The reality of the poor is very complex, not simple. The poor have to do a lot of activities to survive, e.g. they do handicrafts and lots of other activities such as agricultural work, simple trades, trading, cleaning cars, etc. They need an integral treatment, not just buying/selling but helping to understand the modern market/specific situation in different countries for them to analyse their reality so they find solutions themselves. It is important to train producers to understand their reality and contextualise it. I don't think anyone in Fair Trade is doing that and it could have big impacts. All our producers are rural and do handicrafts to improve income. It would be good if Traidcraft could help with main, agricultural activity so that they receive integral support."*

*"Housing is the number one issue for producers and regularity of orders would help with that and then improvements in the workplace and education to improve quality of life."*

*"The main thing is having work and financial aspirations to build work, then we can talk about Fair Trade principles. Continuity of work is key and stability of income, then they can look at health, housing, education, etc."*

*"They want to be independent and self-supporting but they need to gain skills and have opportunities."*

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### 3.19 Other comments

One of the overarching sentiments from UK and overseas stakeholders was *“Carry on the good work!”* Other comments from UK stakeholders reiterated many of the comments made earlier in the survey and focus groups/depth interviews around where Traidcraft should focus future efforts. Suggestions included the following:

- providing a better standard of clothing in terms of style/fashion and appealing to different age ranges (i.e. younger people, children and men);
- improving the packaging – comments were made that the design has improved and this will encourage people to buy, but some packaging was perceived to be excessive;
- education of the ‘next generations’ was seen to be critical, with particular suggestions centring around getting into the school curriculum;
- whilst people like the foods available, smaller quantities would be welcomed;
- crafts were appreciated but there is a limit to how many gift items people can purchase – more functional items were requested (if they get used then people have to buy more);
- stakeholders were generally keen to see the range of products extended; and
- greater partnership working was also suggested/welcomed/supported.

The point was also made by a producer that Traidcraft should perhaps focus on its own brand more than pushing the Fair Trade mark, as there was perceived to be current confusion over the two which could adversely affect Traidcraft. A small number of producers would also like to see their logos on products.

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## 4 Concluding comments

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It is not appropriate to draw conclusions and make recommendations on the key themes explored with the stakeholders involved in this element of the research as it is only part of the picture – Traidcraft staff and other stakeholders views also need to be taken into account. However, it is appropriate to make some concluding comments, as follows:

1. Generally, Traidcraft's stakeholders in the UK and producers overseas have expressed confidence in Traidcraft's current approach on the issues discussed.
2. Stakeholders generally have a good understanding of what Fair Trade and Traidcraft is about, and those who are closer to dealing with Traidcraft on a day to day basis have a better understanding than those who do not, as would be expected.
3. Traidcraft is seen to be different to others engaged in Fair Trade and is particularly appreciated for its work on product development and design issues with producers. This is a priority to continue, alongside increased sales. There is genuine trust amongst stakeholders that Traidcraft will 'do the right thing', which is an enormous responsibility.
4. The environment is important but not as important as fighting poverty, particularly if it increases the costs of already more expensive Fair Trade goods.
5. Fair Trade is important but not to the exclusion of fighting poverty more generally.
6. The expression of Traidcraft's Christian identity is currently 'about right' for most stakeholders. Christian values are viewed positively but overt expression of these would not be welcomed – a minority would prefer it but the majority of stakeholders perceive this to be potentially off-putting to existing and new stakeholders (producers, customers and other supporters).
7. Campaigning is something Traidcraft should be involved in, alone or in partnership with others, provided it is conducted appropriately (generally in a helpful manner but with targeted more assertive activity with regard to governments and businesses) and it does not detract from Traidcraft's core business of fighting poverty through trade.
8. There is scope for more genuine partnership working with producers to look creatively at solutions to problems and in moving the Fair Trade movement forward.
9. There are some differences in opinion and areas where stakeholders have suggested that further attention is required on a range of different issues.
10. Producers are keen to see more attention paid to the development of craft products and markets.
11. It must be remembered, however, that this study sought the views of Traidcraft's existing stakeholders, who are partisan. There is merit in seeking the views of those who are not existing stakeholders or lapsed stakeholders in order to explore the reasons for this and their priorities for the future.

